DOCUMENT RESUME

ED 359 465 CG 024 929

AUTHOR	Brown, Rita G.
TITLE	Job Satisfaction in Human Services: A Rehabilitation Agency.
PUB DATE	Apr 93
NOTE	100p.; Master's Thesis, Fort Hays State University.
PUB TYPE	Dissertations/Theses - Masters Theses (042)
EDRS PRICE	MF01/PC04 Plus Postage.
DESCRIPTORS	*Employee Attitudes; *Human Services; Interpersonal Communication; *Job Satisfaction; Morale; *Rehabilitation; *Work Attitudes; Work Environment

ABSTRACT

This study was conducted to investigate job satisfaction among human services employees (N=114) who worked for a rehabilitation facility in Kansas with divisions in three different geographical locations. Subjects completed a demographic questionnaire and an agency personnel instrument which measured job satisfaction. Independent variables were the division in which the employee worked, employment status, job description, and wages. Dependent variables were the scores from the agency personnel instrument (Morale, Communication, Compensation, Workplace, and Total Score). The findings revealed that employees in two geographical divisions reported greater job satisfaction (Morale) than did those from the third division. Full-time employees reported more job satisfaction (Compensation and Total Score) than did part-time employees. Employees who provided indirect services reported greater job satisfaction (Compensation) than did those who provided direct services. In addition, the findings revealed significant interactions between employment status and job description for the dependent variable of Morale, between division and job description for dependent variables of Communication, between employment status and job description for the dependent variable of Compensation, between employment status and job description for the total job satisfaction score, and between division and wages for the dependent variable of Communication. (NB)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED359465

JOB SATISFACTION IN HUMAN SERVICES:

A REHABILITATION AGENCY

being

A Thesis Presented to the Graduate Faculty

of the Fort Hays State University in

Partial Fulfillment of the Requirements of

the Degree of Master of Science

by

Rita G. Brown

B.S., Fort Hays State University

Date 4-23-93 Approved Bill Darcy
Major Professor

Approved _____
Chair, Graduate Council

CG024929

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

_____

_____

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

BEST COPY AVAILABLE

Graduate Committee Approval

The Graduate Committee of Rita G. Brown hereby approves her thesis as meeting partial fulfillment of the requirements for the Degree of Master of Science.

Approved Bill Dorey
Chair, Graduate Committee

Approved James C. Stansbury
Committee Member

Approved Martha M Sanders
Committee Member

Approved Thomas O. Lewis
Committee Member

Date 4-23-93

ACKNOWLEDGMENTS

My basic life philosophy can be summed up in the saying "No man is an island". My life is touched by a combination of people and covers a full emotional range from loving and supportive to adversarial and critical. I grow from the culmination of them all.

A Master's Degree has been a "someday" dream for me. The dream becomes a reality with the love and support of my four sons and their families: Barry, Marla, Zachary, and Taylor; Mark, Janice, Jessica, and Matthew; Tony and Lisa; and Curtis. The stress level was reduced many times by holding babies for a weekend or many long distance calls with the same message "Mom, you can do it". I am grateful to the host of family and friends in my cheering section. They were always there for me.

I appreciated all the encouragement and assistance that I received from the Fort Hays State counseling faculty, especially my committee. Dr. Billy Daley, Dr. Thomas Guss, Dr. James Stansbury, and Dr. Martha Sanders. I enjoyed meeting people and making new friends with fellow students. This was an essential support system for me.

Thanks goes to the Kinsley Library staff. They were there each time I needed "just one more magazine article or book".

I am very fortunate to be employed in an agency that encourages staff growth. A special thanks goes to my administrative staff for all their assistance and allowing me to obtain data for my thesis. Thank you fellow workers for taking the time to answer my demographics and questionnaire. The unsung heroes are the staff that I directly supervise. They witnessed and supported the good and bad on a daily basis. They deserve to be thanked for assistance above and beyond the call of duty.

I will be eternally grateful to my special friends, Lyndel and Marty. They supplied abundant love, support, nudges, and shoves, whichever was needed on a given day. Because of them, I accomplished my "someday" dream.

TABLE OF CONTENTS

	Page
Abstract	
Introduction	3
Overview	3
Intrinsic and Extrinsic Factors of Job Satisfaction	6
Workplace	10
Communication	11
Organizational Dimensions	13
Age and Work Satisfaction	15
Gender and Work Satisfaction	19
Human Service Work and Satisfaction Differences and Similarities	20
Summary	22
Statement of the Problem	23
Rationale and Importance of the Research	23
Composite Null Hypotheses	25
Independent Variables and Rationale	26
Definition of Variables	26
Limitations	27
Methodology	27
Setting	27
Subjects	28
Instrumentation	28

TABLE OF CONTENTS
(Continued)

	Page
Design	30
Data Collection Procedures	32
Research Procedures	32
Data Analyses	33
Results	33
Discussion	71
Summary	71
Related Literature and Results	72
Generalizations	75
Recommendations	76
References	78

List of Tables

Table		Page
1.	A Comparison of Mean Agency Personnel Scores (Job Satisfaction) for Human Services Employees According to Division, Employment Status, and Job Description Employing a Three-Way Analysis of Variance	36
2.	A Comparison of Mean Agency Personnel Scores (Job Satisfaction) for Human Services Employees According to Division, Job Description, and Wages Employing a Three-Way Analysis of Variance . .	51
3.	A Comparison of Mean Agency Personnel Scores (Job Satisfaction) for Human Services Employees According to Division, Employment Status, and Wages Employing a Three-Way Analysis of Variance	57
4.	A Comparison of Mean Agency Personnel Scores (Job Satisfaction) for Human Services Employees According to Employment Status, Job Description and Wages Employing a Three-Way Analysis of Variance	65

List of Figures

Figure		Page
1.	The Interaction Between Employment Status and Job Description for the Dependent Variable Morale	43
2.	The Interaction Between Division and Job Description for the Dependent Variable Communication	45
3.	The Interaction Between Employment Status and Job Description for the Dependent Variable Compensation	47
4.	The Interaction Between Employment Status and Job Description for the Dependent Variable Total	49
5.	The Interaction Between Division and Wages for the Dependent Variable Communication . . .	63

LIST OF APPENDICES

		Page
Appendix A:	Introduction Sheet	83
Appendix B:	Demographic Questionnaire	85
Appendix C:	Personnel Survey Instrument . . .	88

Abstract

The purpose of the researcher was to investigate job satisfaction in human services employees. The sample consisted of 114 human service workers employed by one agency with divisions in three locations. The four independent variables researched were division, employment status, job description, and wages. The dependent variables were the scores of the five subscales from the agency personnel instrument. The five dependent variables were Morale, Communication, Compensation, Workplace, and Total.

Four null composite hypotheses were tested at the .05 level employing a three-way analysis of variance (general linear model). A total of 40 comparisons (plus 60 recurring comparisons) were made. Of the 40 comparisons, 20 were for main effects. Of the 20 main effects, 4 were statistically detectable at the .05 level. The following main effects were statistically detectable: (a) the independent variable division for the dependent variable Morale, (b) the independent variable employment status for the dependent variable Compensation, (c) the independent variable job description for the dependent variable Compensation, and (d) the independent variable employment status for the dependent variable Total. Of the 20 interactions, 5 were statistically detectable at the .05 level. The following interactions were statistically

detectable: (a) the independent variables employment status and job description for the dependent variable Morale, (b) the independent variables division and job description for the dependent variable Communication, (c) the independent variables employment status and job description for the dependent variable Compensation, (d) the independent variables employment status and job description for the dependent variable Total, and (e) the independent variables division and wages for the dependent variable Communication.

The results of the present study appeared to support the following generalizations: (a) an association between division membership and Morale; (b) an association between employment status and Compensation; (c) an association between job description and Compensation; (d) an association between employment status and Total; and (e) significant interactions for employment status and job description for the dependent variable Morale, division and job description for the dependent variable Communication, employment status and job description for the dependent variable Compensation, employment status and job description for the dependent variable Total, and division and wages for the dependent variable Communication.

Introduction

Overview

"One of the greatest satisfactions in life comes from doing something to which one feels a major commitment" (Nenneman, 1991, p. 79). Isaacson (1986) stated that "From pre-historic times, work has been a crucial factor in social organization" (p. 3). He went on to maintain that many of the turning points in history had been a result of the changing relationship between humans and work. In the beginning, nomadic life, then less primitive life started the division of labor, i.e., hunters and fishermen. The changing social structure became more sophisticated as reflected in the evolution of farmers and craftsmen. As the society became more complex it became increasingly specialized.

Gruneberg (1979) stated, "Job satisfaction refers to the individuals' emotional reactions to a particular job" (p. 3). "If we assume the position that work is one of the central components of life activities for most adults, it is easy to assume that the satisfaction derived from work is an important determinant in the total satisfaction incurred by the individual" (Isaacson, 1986, p. 6). The definition of job satisfaction by Landy (1985) was "Job satisfaction [is] the pleasurable emotional state resulting from the perception of one's job as fulfilling

or allowing the fulfillment of one's important job values, providing these values are compatable with one's needs" (p. 389).

Sheehy (1981) concluded that "A person who is not connected to something larger than himself has no hope of continuity or breath of vision. The commitment to work, an idea, other people, or a social objective is the means of achieving a sense of purpose in life" (p. 24). Purpose can be found in a variety of ways. The concept, purpose in life, is extremely subjective; things that bring great satisfaction to one person may seem quite pedestrian to another (Little, 1990).

Osipow (1983) indicated it seemed reasonable to expect, if one postulated needs as a factor in occupational selection, that needs satisfaction would be directly related to job satisfaction. According to Gruneberg (1979) job satisfaction could be determined not only by the nature of the job and its context, but by the needs, values, and expectations of individuals. For example, some individuals have a greater need for achievement than others and if a job gives no opportunity for achievement, such employees were likely to be more frustrated than those whose need was less. Vroom (1964) speculated that satisfaction, strictly speaking, only applies to outcomes already possessed or experienced by an individual. Job satisfaction has been regarded as a

function of the perceived relationship between what one expects and obtains from a job and how much importance or value he/she attributes to the job (Mobley, 1970; Locke, 1976; and Kemelgor, 1982; cited by Khaleque & Rahman, 1987).

According to Gruneberg (1979), there are basically two classes of theory of job satisfaction. First, those which attempt to give an account of what needs, values, or expectations were important to individuals in determining their degree of job satisfaction (content theories). Second, theories which in general terms try to give an account of how the individual's needs, values, and expectations interact with the job to provide satisfaction and dissatisfaction (process theories).

Vroom (1964) suggested the terms job satisfaction and job attitudes were typically used interchangeably. Positive attitudes toward the job were conceptually equivalent to job satisfaction and negative attitudes toward the job were equivalent to job dissatisfaction. However, job satisfaction and job attitudes must be treated as a complex set of variables. For example, a person could report he/she was very satisfied with a supervisor, indifferent toward company policies, and very dissatisfied with the wages. The question is, which represented level of satisfaction? Adams (1963) projected an equity postulate of job satisfaction. It was

conceptualized as depending on a person's perception of fairness in the job. Job dissatisfaction resulted when inequity was perceived. It depended on the worker's comparison of what was invested in a job with the outcomes or rewards of the job.

Intrinsic and Extrinsic Factors of Job Satisfaction

According to Pritchard and Peters (1974), intrinsic satisfaction must be influenced by the job itself and the actual tasks employed in the context of the organization. In contrast, extrinsic satisfaction must be influenced by those stimuli not associated with the work task itself; that is, the stimuli that the worker perceives from the organization structure, i.e., personnel policies and supervison. Intrinsic satisfaction is conceptualized as arising first and foremost from the actual job duties the person engages in, while extrinsic satisfaction arises foremost from interactions of the worker with the organization outside his actual job duties.

Kalleberg (1977) suggested work satisfaction had an intrinsic dimension which referred to those characteristics associated with the task itself. The characteristics included: stimulated interest, developed abilities, provided self directiveness, and produced end results. These characteristics reflected the workers' desire to be stimulated and challenged by the job and to utilize their skills. Kalleberg continued this theme by

implying there were specific external factors: good hours, freedom from conflicting demands, pleasant physical surroundings, no excessive amount of work, and enough time to do the work.

Mottaz (1985) reported a strong relationship between work satisfaction and intrinsically rewarding work. Workers, irrespective of occupational group, tended to assign greater weight to intrinsic reward than to either social or organizational rewards in their overall assessment of work. Kazanas (1978) reported workers with intrinsic work value orientations appeared to be more satisfied with their jobs and were more productive than workers with extrinsic work value orientation.

Wanous and Lawler (1972) concluded there were several types of feelings that people had which could be called satisfaction or which influenced their feelings of satisfaction about their job. With respect to pay, for example, people may have feelings that stem from how much they would like to earn and from what they think they should earn. These feelings influence responses to direct satisfaction. Utne (1991) confirmed that the satisfaction derived from money did not come from simply earning money and accumulating wealth. The satisfaction came from having more money than others did and having more money this year than last year.

Mottaz (1985) indicated that the importance of intrinsic job satisfaction should not be minimized:

> Intrinsic task rewards are by far the most powerful predictor of overall work satisfaction across all occupational groups. This suggests that it is primarily the nature of the task itself that determines one's attitude toward work. Meaningful, interesting, and challenging tasks appear to have a very strong positive effect on work satisfaction at all levels. (p. 375)

A worker motivated by either internal or external stimuli is more likely to behave on the job in certain ways, i.e., seeking acceptance from co-workers, striving for prestige and recognition, and achieving greater job freedom. When these behaviors are blocked, either by frustration or conflict, workers may attempt to eliminate these conditions or risk supervisory confrontation. Another option might include behavior which reduces the anxiety elicited by unproductive behavior. If the response was effective, one could readjust and experience either job satisfaction, job success, or both (Crites, 1969)

Gruneberg (1979) contended pay was an essential aspect of job satisfaction, despite self-report surveys which sometimes place pay low in importance to overall job satisfaction. Pay means more than the potential of

acquiring material goods. It may indicate achievement, recognition, or conversely, failure. It appeared that money meant different things to different groups, and was likely of greater importance for individuals who did not gain satisfaction from other aspects in their job.

Mottaz (1985) suggested that lower-level workers (i.e, assembly line worker, dishwasher) have an instrumental orientation to work and are mainly interested in extrinsic rewards. For low-level workers, job satisfaction is determined by pay, fringe benefits, promotions, and the like. Work itself is simply a means to keep busy and earn a living. The higher-level workers (i.e., salesperson, supervisor) place greater importance on intrinsic rewards: the task itself is the determinant of work satisfaction. Mottaz maintained intrinsic task rewards were by far the most powerful predictor of overall work satisfaction across all occupational groups.

Steers and Porter (1983) reported one reason for the importance of work is reciprocity, or exchange. Whether people were talking about an executive, production worker, or volunteer, each worker received some form of reward in exchange for services. These rewards might be purely intrinsic, such as personal satisfaction that came from providing the service or primarily extrinsic, such as money. The value was established by the worker's personal expectation.

Workplace

Mottaz (1985) contended work values represented the importance of a person-environment "fit". Fit was a function of the interaction between the worker's values and various characteristics of the workplace. This suggested it was primarily the nature of the task that determined one's attitude toward work. Meaningful, interesting, and challenging tasks appeared to have a very strong positive effect on work satisfaction at all occupational levels.

The creation of a stimulating, productive, and satisfying work environment would be beneficial for both management and workers if an honest concern was shown for all parties involved. If everyone was to derive some benefit from such an environment, the problems of the employee must be clearly recognized and taken into account (Steers & Porter, 1983). The characteristics of the job itself were the major factor in determining whether or not satisfaction was derived from work (Gruneberg, 1979).

Strivastva et al. (1975) contended it was the job that became something of extreme importance to livelihood and sense of fulfillment. A job placed a person into an organizational network in which the efforts of others were united for a common purpose; at the same time, it structured an individual's relationship to the technological resources used to accomplish this purpose.

In effect, the job determined how work was experienced and performed.

Steers and Porter (1983) suggested work generally served several social functions. The workplace provided opportunities for meeting new people and developing friendships. Social relations as well as work seemed to be formal expressions which were important to satisfaction. Vroom (1964) contended a work role most conducive to job satisfaction appeared to be one which provided high pay, substantial promotional opportunities, considerate and participative supervision, an opportunity to interact with one's peers, varied duties, and a high degree of control over work methods and work pace.

Communication

Khaleque and Rahman (1987) reported good relations with co-workers was the most important factor for overall job satisfaction. Gruneberg (1979) indicated individuals found work groups attractive for a number of reasons; satisfaction gained through cooperating with others to achieve a goal, satisfaction arising from feeling valued by others, protection given by a group against outside threat, and the satisfaction gained from interaction with others. The likelihood of friendship seemed to be a pleasure in its own right. Kalleberg (1977) contended there was a relationship with co-workers which included such items as whether the job permitted chances to make

friends, whether co-workers were friendly and helpful, and whether one's co-workers took a personal interest in him/her. The value placed on this dimension reflected a worker's desire for the satisfaction of social needs from the work activity.

Steers and Porter (1983) reported work generally provides a personal meaning for an individual. It is an important source of identity, self-esteem, and self-actualization. Work elicits fulfillment by providing a sense of purpose and value to society. Conversely, however, it could also be a source of frustration, boredom, and feelings of meaninglessness, depending on the individual, the nature of the task, and the quality of co-worker relations.

Gruneberg (1979) advocated feedback on job performance. Feedback was essential if the individual was to have a chance to modify behavior in light of past performance. If a worker did not receive feedback, improving performance was logically impossible and the individual had no chance to develop capacities and skills necessary for recognition.

Vroom (1964) reported work satisfaction was related to ability in supervision. New styles of leadership were likely to introduce challenges which required individuals to alter their habitual behavior. In situations where grievances occurred, a new supervisor was able to increase

satisfaction by remedying the source of discontent. The satisfaction of subordinates was related to employee orientation or consideration of the supervisor.

Organizational Dimensions

Mottaz (1985) reported work satisfaction affected worker productivity, absenteeism, turnover, and hence organization effectiveness. Stout (1984) contended job satisfaction did not affect performance directly but influenced organizational effectiveness by increasing the costs associated with scheduling, overstaffing, fringe benefits, and training new workers. This reduced the extrinsic rewards available to the organization for the purpose of motivating task performance. These tangible rewards that were visible to others included: pay, promotion, fringe benefits, and security. He concluded organizational rewards included four factors: (a) adequate working conditions--the extent to which there were adequate resources, supplies, equipment, and time needed to do a good job; (b) pay equity--the extent to which workers feel their salary was comparable to others performing the same or similar jobs; (c) promotional opportunity--the extent to which the job provided opportunity for advancement; and (d) adequate fringe benefits--the degree to which the worker felt the pension plan, medical coverage, and related issues were sufficient.

In important ways, managers and workers work together to develop and utilize company resources. Kalleberg (1977) contended resource adequacy represented workers' ability to do their jobs. This included: "whether the help, equipment, authority, and information required for job performance are adequate, whether co-workers are competent and helpful, and whether the supervision is conducive to task completion" (p. 128). Therefore, workers who can influence resource decisions are more likely to be satisfied with the work they do.

Bamundo and Kopelman (1980) postulated that with an increasingly educated, professional, higher paid, urbanized, and older employee population, the relationship between job and life satisfaction will likely strengthen over time. Job satisfaction will become more important to a greater number of people. Given the growing number of workers with high expectations, job satisfaction will become increasingly relevant to employing agencies. Thus, there is likely to be an increased interest in the quality of work life and in career development programs.

Strivastva et al. (1975) suggested that effectiveness at the organizational level is influenced by policy development, guided by an intellectual understanding of available knowledge, and by a grasp of the pragmatic elements of applying known facts to the workplace. As organizational changes produce positive outcomes, worker

satisfaction is likely to be elevated. The most productive strategy in this regard is important to the worker but is an organizational dilemma.

Katz and Van Maanen (1977) reported no one correct strategy that influences employee satisfaction in all situations and at all times. However, they recommend change aimed at influencing work satisfaction is most effective when it addresses human resources, relations, and rewards.

Similarly, Steers and Porter (1983) related the importance for organizations to consider the variables involved in work motivation in policy making. They recommended a strong integrated approach to the "relationship between variables rather than focus on a specific topic. Only then can we achieve a greater understanding of the complexities of the motivational process" (p. 579). Therefore, an integrative perspective by management is as effective as it provides for the participation of workers and their needs.

Age and Work Satisfaction

In general, according to Herzberg, Mausner, Peterson, and Capwell (1957), morale was high among young workers. It tended to decrease during the first few years of employment. The low point was reached when workers were in their middle and late twenties, or early thirties. After this period, job morale climbed steadily with age.

Employee age could influence the relation between perceived work alternatives and job satisfaction because of the work experience effects associated with it (Pond & Geyer, 1987).

Likely problems in interpreting age factors included the individuals' membership in different reference groups. For example, methods and levels of education, moral values, cultural background, and life experiences were all unique at various age levels in the population. Therefore, values and expectations at the various age levels will be differentiated from each other (Gruneberg, 1979).

Khaleque and Rahman (1987) conducted a study to measure overall job satisfaction and job characteristics. The subjects were 560 male workers randomly selected from four jute industries in Bangladesh. The measuring instruments used were the Brayfield-Rothe Scale, The Scale for Rating Perceived Importance of Job Facets, and the Job Facets and Life Satisfaction Questionnaire. They found, using a Chi-square test, that a significantly greater number of subjects who were 30 years of age or more had an overall higher level of job satisfaction as compared to those who were 29 years of age or below (χ^2=3.46, $p<.001$). It was commonly found that older workers were more satisfied than younger workers (Herzberg et al., 1957; Khaleque & Rahman, 1987; Landy, 1985; Pond & Geyer, 1987).

Herzberg et al. (1957) reported that workers in late middle age and older showed a very positive attitude toward the job. The positive attitude was defined by excellent safety and health records and in the tendency not to be absent or leave the job without cause.

Rhodes (1983) noted age was associated with an interrelated group of effects that influence work attitudes and behaviors. Some effects were work-experience effects, psychosocial aging effects, and biological aging effects. Rhodes defined psychosocial and biological aging as developmental highlights of an overall "aging effect" and was more important than chronological age. Psychosocial aging was also influenced by "systematic changes in personality, needs expectations and behaviors, as well as performance in a sequence of socially prescribed roles" (p. 329).

Rhodes contended employees' age, the work values, needs, and general outlook change over a period of time. Changes in expectations can be explained not only by psychosocial and biological aging, but also by the work experience employees receive.

Differences in the strength of the relationship between perceived work alternatives and job satisfaction among younger and older workers might be the result of these employees acquiring different amounts and kinds of work experiences. Workers responses to perceived work

alternatives could vary according to the amount of subjective and objective investment employees have in a job (Hall, 1976).

Lee and Wilbur (1985) investigated the relationship of age to job satisfaction. Subjects were 1707 public employees in the United States who responded to questionnaires. The results, obtained from a one-way unadjusted analysis of variance (ANOVA) with age as the independent variable, showed that job satisfaction increased with age. Younger employees were less satisfied with the intrinsic characteristics of the work. Older employees were more satisfied with the extrinsic characteristics. "There is abundant evidence that age is positively related to job involvement" (Bamundo & Kopelman, 1980, p. 108). Therefore, work satisfaction is experienced differently by workers over time.

According to Lee and Wilbur (1985), there are three views that had prominence concerning the relationship between age and job satisfaction:

> The first view is that the relationship is best represented by a U-shaped function. Satisfaction decreases initially and then increases with age.... The second view is that job satisfaction increases in a positive linear fashion with respect to age.... Employees become more satisfied as chronological age increases. The third function is positive and linear

> until a terminal period in which there is a significant decline in job satisfaction....(pp. 781-782)

Gender and Work Satisfaction

Gruneberg (1979) postulated there are gender-related differences in job satisfaction. Not every worker wants the same things from work. Groups of workers are distinguished by their work attitudes. Locke (1969) suggested that men and women do not use the same criteria in assessing work. Work satisfaction is an emotional response which comes from the interaction of values and work reward. Mottaz (1986) reported men and women have different expectations with regard to work. From this perspective, work satisfaction is a function of what is expected and what is received. Thus, if one expects little and gets little, one is likely to be satisfied. At the same time, if one expects a lot and gets a lot, one will be satisfied. However, if one expects a lot but gets little, one will be dissatisfied. The basic argument is that, although women receive less from their jobs than men, they have a lower expectation and, hence, perceive themselves as being just as satisfied as men.

Gruneberg (1979) suggested that results of research show sex differences in orientation to jobs. Females are less concerned with career aspects and more concerned with social aspects of the job.

Mottaz (1986) contended that a possible explanation of the gender-work satisfaction relationship was that men and women have different work related values which lead them to evaluate their jobs differently. Satisfaction is a function of the degree to which work rewards and values are congruent. Job satisfaction depends on the extent to which the job provides the employee with what he/she wants. Changing promotional opportunities and job level are unlikely to affect female job satisfaction. For women who work for social reasons, for example, making a job more demanding might mean less opportunity for the kind of social contact they find rewarding (Gruneberg, 1979).

Human Service Work and Satisfaction Differences and Similarities

Janes and Emener (1986) reported that for over six decades, American society has demonstrated its commitment to the disabled citizens through an organized system of rehabilitation service delivery. Cherniss (1980) suggested that in human services, the responsibility for others' well-being made the demands for effective performance especially strong. Effective performance was a demand which was communicated by clients, supervisors, colleagues, and often most of all, oneself. Wright and Terrian (1987) suggested rehabilitation practioners were rewarded for their efforts by more than money alone.

Satisfaction results from the personal challenge and contributions to client success.

George and Baumeister (1981) concluded employees in residential facilities were less concerned with low pay and opportunities for promotion. The employees indicated their co-workers were the most satisfying aspect of the job. Cherniss (1980) postulated work situations in human services were a critical factor because human service work involved direct responsibility for the well-being of other people.

Bordieri, Reagle, and Coker (1988) reported a higher level of job satisfaction among facility workers whose supervisor's leadership style was characterized as high in consideration for subordinates. Cherniss (1980) suggested jobs which were high in autonomy, challenge, and feedback would be more likely to contribute to job satisfaction. "Feedback and information are critical resources, without which a worker cannot adequately perform his or her role and achieve psychological success" (p. 96).

George and Baumeister (1981) suggested recruitment, training, and retention of personnel were principle considerations toward the development of an effective system of community-based programs. It is important in programs of this nature for personnel management practices to be directed toward improvement in pay, working conditions, career advancement opportunities, and

management practices. Therefore, program effectiveness seems directly related to satisfaction levels of personnel.

Wright and Terrian (1987) contended the goal of rehabilitation research was to enhance the satisfaction of service providers. Without competent, dedicated, career-oriented personnel to deliver rehabilitation services, the country and those who need services would suffer (Janes & Emener, 1986).

Cherniss (1980) stated, "One distinctive feature of many human service jobs is that they require professionals to work with new populations in new ways. Unless the staff are adequately trained for their new role demands, the consequences will be high levels of person-role conflict, job stress, and dissatisfaction" (p. 83). Inherent in the human service occupation, then, are elements of work stress associated with work satisfaction. Therefore, the human service sector is likely to be highly vulnerable to diminished satisfaction levels brought on by the work itself.

Summary

Studies on job satisfaction and their results were as diversified as the jobs and the people being researched. All agreed that it was an integral part of a person's life plan. Intrinsic and extrinsic factors were the essential considerations, not counting individual characteristics.

Other factors, such as age, gender, work place, communications, and the organization, must be taken into account. This appeared to be especially true for persons working in the human services.

Statement of the Problem

The purpose of the researcher was to investigate job satisfaction for human service workers in an agency with facilities in different geographical areas.

Rationale and Importance of the Research

It is important for counselors to be aware and have knowledge of job satisfaction. The employee needs to have a support system to be meaningfully productive. In order for any organization to develop, grow, and produce, it may be important to consider the issues that employees deem important to job satisfaction. The information obtained from the study is likely to assist the members of the agency in the determination of staff needs.

It is the goal of the agency to have an existing instrument in place to make yearly assessments of staff. This will provide information that allows the organization to target positive aspects of employee satisfaction. Further, the agency administration plans to utilize the information to make longitudinal comparisons regarding staff evaluations of job satisfaction. The goal is to generate positive personnel changes which benefit both the clientele and the employees.

The agency has divisions in three geographical areas. The administration plans to compare these divisions as well as use all statistical information applicable to write a five year plan. The five year plan is intended to provide a rationale for program development leading to greater job satisfaction, improved quality in hiring, and provide a basis for the incentives and benefits as suggested/requested by employees.

The information, provided by this study can be a step towards a combined effort to enhance the total commitment of the agency. For example, the data collected will be used to determine sub-populations with different levels of job satisfaction in this rehabilitation agency. This knowledge can be used in directing changes in the organization. Finally, there are implications for agency image, job turnover, morale, and quality of services to consumers.

The results of this study will contribute to the general understanding of job satisfaction in human service organizations. The information is likely to be beneficial to counselors, counselor educators, human service administrators, and human service workers.

Results from the present study will provide information pertaining to the following questions:

1. Is there an association between members of various divisions and job satisfaction?

2. Is there an association between employment status and job satisfaction?

3. Is there an association between job description and job satisfaction?

4. Is there an association between salary and job description?

Composite Null Hypotheses

All hypotheses will be tested at the .05 level of significance.

1. The differences among mean agency personnel instrument scores for employees in human services according to division, employment status, and job description, will not be statistically detectable.

2. The differences among mean agency personnel instrument scores for employees in human services according to division, job description, and wages, will not be statistically detectable.

3. The differences among mean agency personnel instrument scores for employees in human services according to division, employment status, and wages will not be statistically detectable.

4. The differences among mean agency personnel instrument scores for employees in human services according to employment status, job description, and wages will not be statistically detectable.

Independent Variables and Rationale

The following independent variables were investigated: division, job description, employment status, and wages. Each of the four variables was selected for the following reasons: (a) lack of information in the literature, (b) information in the literature was not current, and (c) information in the literature was inconclusive.

Definition of Variables

Independent variables. The independent variables came from a demographic questionnaire. The following independent variables were investigated:

1. division--3 levels:
   level one--one,
   level two--two, and
   level three--three;
2. employment status--2 levels:
   level one--full time and
   level two--part time;
3. job description--2 levels:
   level one--direct service and
   level two--indirect service; and
4. wages--2 levels:
   level one--salaried employee and
   level two--hourly employee.

Dependent variables. Scores from the following sub-scales of the agency personnel instrument were employed as dependent variables:

1. Morale (5 statements, possible points 5-25),
2. Communication (5 statements, possible points 5-25),
3. Workplace (6 statements, possible points 6-30),
4. Compensation (11 statements, possible points 11-55), and
5. Total (27 statements, possible points 27-135).

Limitations

The following might have affected the outcome of the present study:

1. The sample consisted of employees of one rehabilitation agency;
2. Self-reporting instruments were used for collecting data; and
3. The sample was not randomly selected.

Methodology

Setting

The setting for this study was a rehabilitation facility in Kansas. The agency has three divisions in different geographical locations, and employs 133 people, excluding child services, in a wide range of vocations.

Subjects

A convenience sampling procedure was used. Copies of the demographic questionnaire (Appendix B) and instrument (Appendix C) were sent to all employees, the same day, in their paycheck envelope. A letter of introduction including instructions, purpose of the researcher (Appendix A), and the return time frame. All staff members were strongly encouraged to return the completed instruments. There were 133 instruments distributed, 121 were returned and 114 used for an 82% return rate. Seven instruments were returned incomplete, therefore not usable.

Instrumentation

Two instruments were used to collect information. The instruments were a demographic questionnaire (Appendix B) and a job satisfaction instrument (Appendix C) developed within the agency.

Demographic questionnaire. The demographic questionnaire was developed by the researcher. It contained 13 items. They addressed the following: division, employment status, gender, race, age, marital status, number of dependents, level of formal education, job description, number of years in the agency, total years work experience, promotion, and pay.

Agency personnel instrument. The agency personnel instrument was developed by a panel of five judges. The

judges were employees of the agency. Their titles are: President, Executive Director, Business Manager, Administrative Assistant, and Program Manager II (the researcher).

The specific areas of importance to the agency were established. These areas were morale, communication, the workplace, and compensation. Questions pertaining to specific areas were presented to the judges. Each marked those questions of importance. The questions designated by a majority of the judges (three) were retained.

The personnel instrument consisted of 23 questions pertaining to job satisfaction. The instrument used in the present study was a Likert-Type 5-point scale. The possible scores for the total instrument were 27-135 (1 was low; 5 was high). The subjects circled one of the five weighted possible responses. Questions 1-21 were divided into four sub-scales with the intention of collecting information about individuals' feelings of satisfaction or dissatisfaction with various aspects of their working environment. The four sub-scales were as follows: (a) Morale, (five statements, possible points 5-25); (b) Communication, (five statements, possible points 5-25); (c) Workplace, (six statements, possible points 6-30); and (d) Compensation, (11 statements, possible points 11-55). Questions 13, 14, 16, and 18 provided opportunities for suggestions or personal

feedback (not part of the thesis), as well as ratings (ratings were used in the thesis). Questions 22 and 23 were included in the instrument as opportunities for input but were not used in the thesis.

Design

A status survey factorial design with predetermined and post hoc grouping was employed. The independent variables investigated were: division, employment status, job description, and wages. The dependent variables were scores from the following scales of the agency personnel instrument: Morale, Communication, Workplace, Compensation, and Total. The following designs were used with composite null hypotheses numbered one through four respectively:

composite null hypothesis number one, a 3 X 2 X 2 factorial design,

composite null hypothesis number two, a 3 X 2 X 2 factorial design,

composite null hypothesis number three, a 3 X 2 X 2 factorial design, and

composite null hypothesis number four, a 2 X 2 X 2 factorial design.

McMillan and Schumacher (1989) cited 10 threats to internal validity. The researcher dealt with the 10 threats to internal validity in the following ways:

1. history--did not pertain because the present study was status survey;

2. selection--only those who were willing to participate in the study were included;

3. statistical regression--did not pertain because there were no extreme cases in the sample;

4. testing--did not pertain because it was status survey;

5. instrumentation--did not pertain because it was status survey;

6. mortality--did not pertain because it was status survey;

7. maturation--did not pertain because it was status survey;

8. diffusion of treatment--data were collected by standard procedures (Appendix A) and no treatment was administered;

9. experimenter bias--the same written instructions were given to all groups (Appendix A) and no treatment was administered; and

10. statistical conclusion--two mathematical assumptions were violated (random sampling and equal number in cells); the general linear model was employed to correct for lack of equal numbers in cells and the researcher did not project interpretations beyond the statistical procedures used.

McMillan and Schumacher (1989) cite two threats to external validity. The researcher dealt with the two threats to external validity in the following ways:

1. Population external validity--the sample was not random; therefore, the results should be generalized only to similar groups; and

2. ecological external validity--data were collected by standard procedures (Appendix A) for status survey and no treatment was administered.

Data Collection Procedures

Permission to survey employees of a rehabilitation agency in Kansas was obtained and the date and data collection were arranged. A copy of the demographic questionnaire (Appendix B) and agency personnel instrument (Appendix C) were distributed to each employee in an envelope with the employee's paycheck. Instructions to complete the instruments were included by the researcher (Appendix A). The instructions encouraged the employees to return the instruments within the following two weeks. The researcher prepared the completed copies of the questionnaire and the instrument for IBM ES 9000 Model 9121 mainframe computer analysis at Fort Hays State University.

Research Procedures

The following steps were implemented:

1. a computer search using the ERIC and PSYCLIT data bases was made at Forsyth Library, Fort Hays State University;

2. the articles were obtained through the researcher's local library by Interlibrary Loan;

3. literature concerning job satisfaction was reviewed;

4. literature review was developed;

5. instruments were designed with the assistance of the agency president;

6. permission to administer the instruments was obtained in person;

7. questionnaires and instruments were distributed;

8. questionnaire and instrument responses were collected and tallied; and

9. a research proposal was developed.

Data Analysis

The following were compiled:

1. appropriate descriptive statistics,

2. three-way analysis of variance (general linear model),

3. Bonferonni (Dunn) *t* test for means, and

4. Duncan's Multiple Range test for means.

Results

The purpose of the researcher was to investigate job satisfaction for human service workers in an agency which

has facilities in different geographical areas. The sample consisted of 114. The independent variables investigated were: division, employment status, job description, and wages. The dependent variables were scores from the following scales of the agency personnel instrument: Morale, Communication, Workplace, Compensation, and Total. Four composite null hypotheses were tested at the .05 level of significance employing a three-way analysis of variance (general linear model). A status survey factorial design with pre-determined and post hoc grouping was employed. The following designs were used with composite null hypotheses numbered one through four respectively:

composite null hypothesis number one, a 3 X 2 X 2 factorial design,

composite null hypothesis number two, a 3 X 2 X 2 factorial design,

composite null hypothesis number three, a 3 X 2 X 2 factorial design, and

composite null hypothesis number four, a 2 X 2 X 2 factorial design.

The results section was organized according to composite null hypotheses for ease of reference. Information pertaining to each composite null hypothesis was presented in a common format for ease of comparison.

It was hypothesized in composite null hypothesis number one that the differences among mean agency personnel instrument scores for employees in human services according to division, employment status, and job description would not be statistically detectable. Information pertaining to composite null hypothesis number one was presented in Table 1. The following information was cited in Table 1: variables, group sizes, means, standard deviations, *F* values, and *p* levels.

Table 1: A Comparison of Mean Agency Personnel Instrument Scores (Job Satisfaction) for Human Services Employees According to Division, Employment Status, and Job Description Employing a Three-Way Analysis of Variance

Variable	n	M*	s	F value	p level
		Morale**			
Division (A)					
One****	69	19.5[d]	4.17		
Two	24	19.5[d]	4.49	3.27	.0419
Three	21	17.0[e]	4.60		
Employment Status (B)					
Full Time	94	19.0	4.14	0.61	.4379
Part Time	20	19.0	5.51		
Job Description (C)					
Direct Service	68	18.8	4.46	0.53	.4676
Indirect Service	46	19.5	4.28		
	Interactions				
	A X B			0.90	.4078
	A X C			0.57	.5660
	B X C			4.31	.0404
	A X B X C			***	***

(table continues)

Table 1 (continues)

Variable	n	M	s	F value	p level
		Communication			
Division (A)					
One	69	19.3	4.82		
Two	24	18.7	4.36	0.40	.6732
Three	21	19.7	4.22		
Employment Status (B)					
Full Time	94	19.5	4.35	0.78	.3779
Part Time	20	18.2	5.58		
Job Description (C)					
Direct Service	68	19.1	4.68	0.01	.9349
Indirect Service	46	19.5	4.50		
		Interactions			
		A X B		0.66	.5171
		A X C		4.69	.0112
		B X C		1.14	.2871
		A X B X C		***	***

(table continues)

Table 1 (continues)

Variable	n	M	s	F value	p level
		Workplace			
Division (A)					
One	69	23.0	6.14		
Two	24	21.6	4.36	0.57	.5672
Three	21	21.7	5.05		
Employment Status (B)					
Full Time	94	22.5	5.60	0.07	.7869
Part Time	20	22.3	5.79		
Job Description (C)					
Direct Service	68	22.0	6.35	0.01	.9224
Indirect Service	46	23.0	4.30		
		Interactions			
		A X B		0.25	.7784
		A X C		0.27	.7610
		B X C		1.05	.3087
		A X B X C		***	***

(table continues)

Table 1 (continues)

Variable	n	M	s	F value	p level
		Compensation			
Division (A)					
One	69	41.6	11.29		
Two	24	39.8	10.46	0.51	.6023
Three	21	42.8	11.48		
Employment Status (B)					
Full Time	94	43.7[a]	8.18	33.09	.0001
Part Time	20	30.6[b]	15.97		
Job Description (C)					
Direct Service	68	40.3[g]	11.91	5.26	.0239
Indirect Service	46	43.1[h]	9.68		
		Interactions			
		A X B		0.20	.8224
		A X C		1.10	.3352
		B X C		7.45	.0075
		A X B X C		***	***

(table continues)

Table 1 (continues)

Variable	n	M	s	F value	p level
		Total			
Division (A)					
One	69	103.1	21.29		
Two	24	99.5	17.26	0.15	.8618
Three	21	101.2	21.04		
Employment Status (B)					
Full Time	94	104.5[a]	17.44	10.67	.0015
Part Time	20	90.0[b]	20.08		
Job Description (C)					
Direct Service	68	100.2	21.26	1.73	.1913
Indirect Service	46	104.6	18.82		
		Interactions			
		A X B		0.06	.9434
		A X C		0.21	.8112
		B X C		5.30	.0233
		A X B X C		***	***

*The larger the value the greater the job satisfaction.
**The first two values depict possible scores and the third is the theoretical mean-Morale (5-25, 15); Communication (5-25, 15); Workplace (6-30, 18); Compensation (11-55, 33); and Total (27-135, 81).
***Analysis did not run for these comparisons because of the nature of the variable or sample size.
****Divisions one, two, and three were located in different geographical areas.
[ab]Difference statistically detectable at the .05 level according to Bonferonni (Dunn) t test for means.
[de]Difference statistically detectable at the .05 level according to Duncan's Multiple Range Test for means.
[gh]Difference statistically detectable at the .05 level.

Eight of the 30 p values were statistically detectable at the .05 level; therefore, the null hypotheses for these 8 comparisons were rejected. Four of the 8 significant comparisons were for main effects. The following main effects were statistically detectable:

1. the independent variable division for the dependent variable Morale,

2. the independent variable employment status for the dependent variable Compensation,

3. the independent variable job description for the dependent variable Compensation, and

4. the independent employment status for the dependent variable Total.

The results cited in Table 1 for statistically detectable main effects indicated the following:

1. employees from division one and two reported statistically more job satisfaction (Morale) than those from division three,

2. full time employees reported more job satisfaction (Compensation) than part time employees,

3. employees who provided indirect services reported greater job satisfaction (Compensation) than those who provided direct services, and

4. full time employees reported greater job satisfaction (Total) than part time employees.

Four of the statistically detectable comparisons were for interactions. The following interactions were statistically detectable:

1. employment status and job description for the dependent variable Morale,

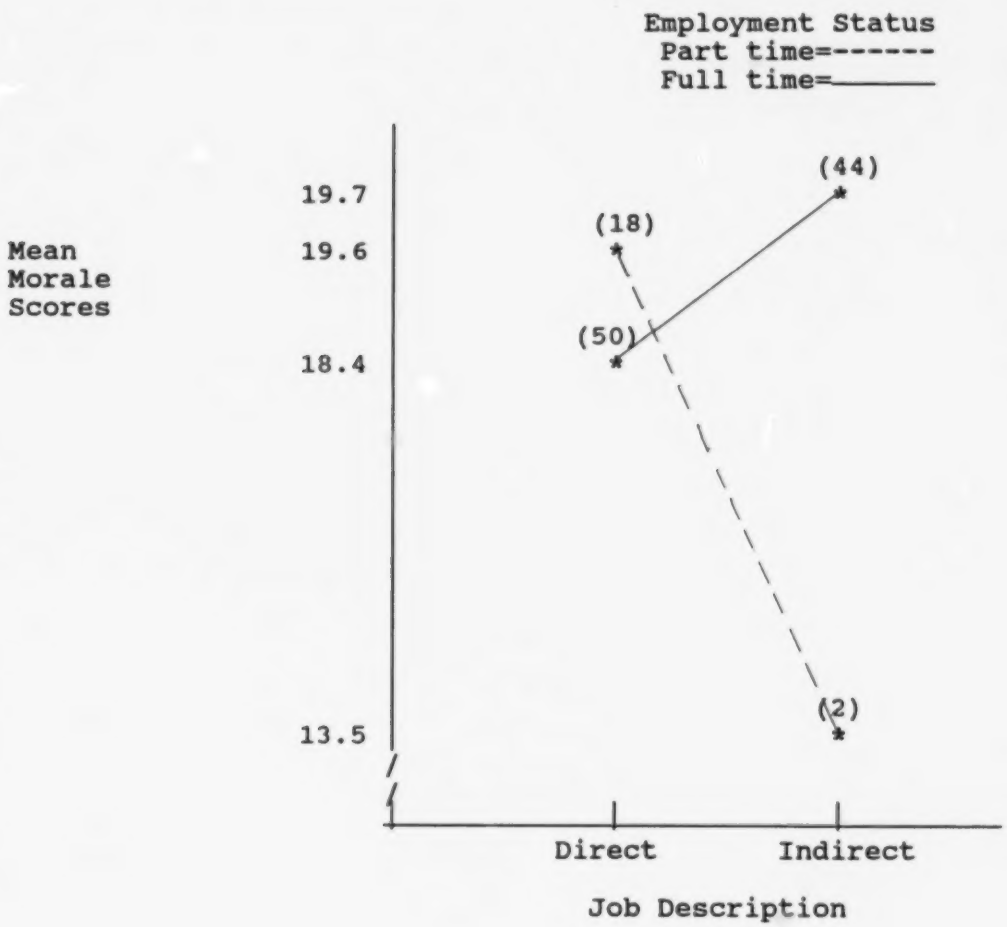
2. division and job description for the dependent variable Communication,

3. employment status and job description for the dependent variable Compensation, and

4. job status and description for dependent variable Total.

The interaction between employment status and job description for the dependent variable Morale was depicted in a profile plot. Figure 1 contains mean Morale scores and employment status curves.

Figure 1. The Interaction Between Employment Status and Job Description for the Dependent Variable Morale.



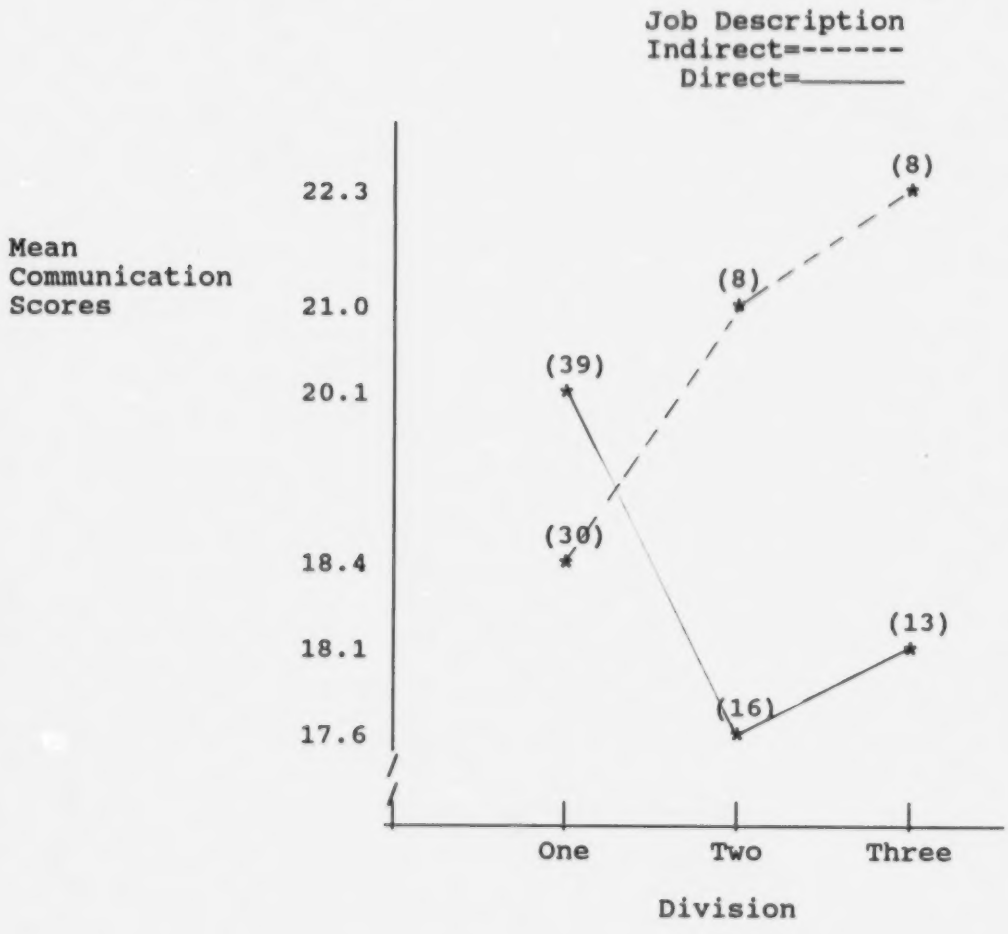
The interaction between employment status and job description for the dependent variable Morale was disordinal. The results cited in Figure 1 indicated the following:

1. full time employees who provided indirect services reported numerically greater job satisfaction (Morale) than those employees who provided direct services, and

2. part time employees who provided direct services reported numerically greater job satisfaction (Morale) than those employees who provided indirect services.

The interaction between the division and job description for the dependent variable Communication was depicted in a profile plot. Figure 2 contains mean Communication scores and curves for job description.

Figure 2. The Interaction Between Division and Job Description for Dependent Variable Communication.



The interaction between division and job description for the dependent variable Communication was disordinal. The results cited in Figure 2 indicated the following:

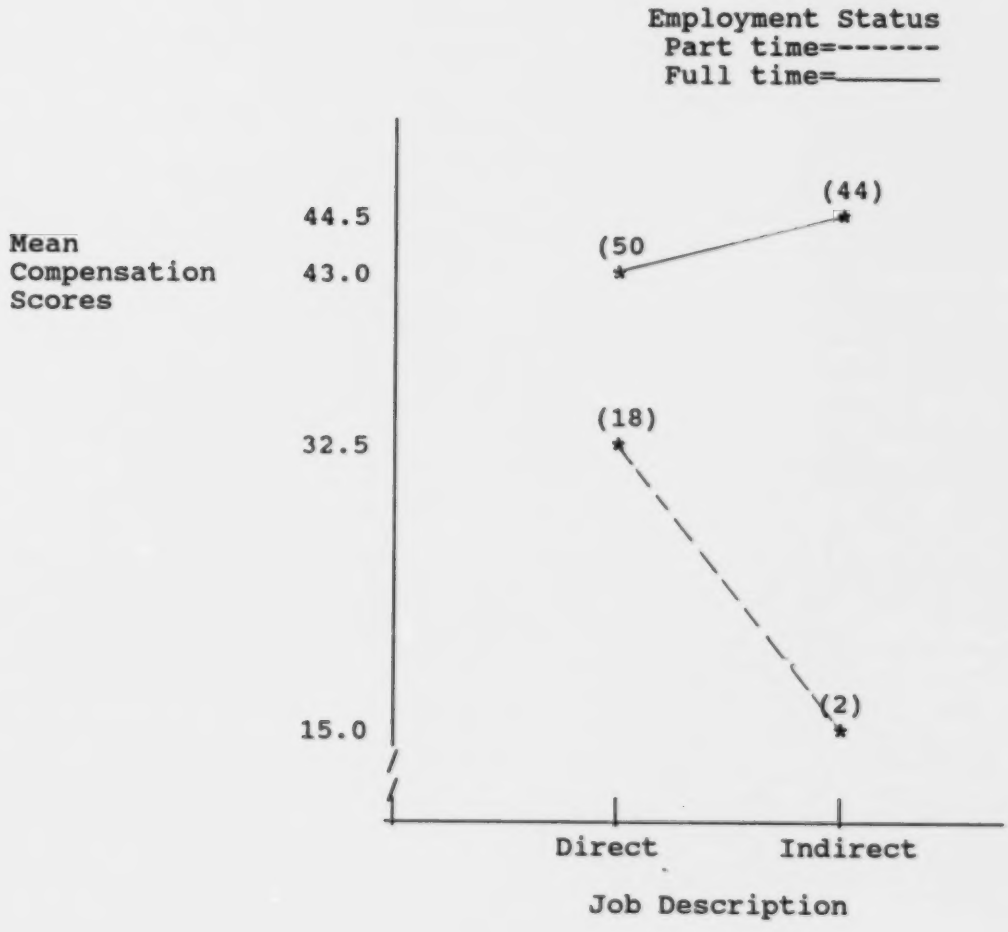
1. employees who provided direct service located in division one had numerically greater job satisfaction (Communication) than those employees located in divisons two and three,

2. employees who provided indirect services located in division three had numerically greater job satisfaction (Communication) than those employees located in divisions one and two, and

3. employees who provided indirect services located in division three had numerically greater job satisfaction (Communication) than any subgroup.

The interaction between division and job description for the dependent variable Communication was depicted in the profile plot. Figure 3 contains mean Compensation scores and curves for employment status.

Figure 3. The Interaction Between Employment Status and Job Description for the Dependent Variable Compensation.



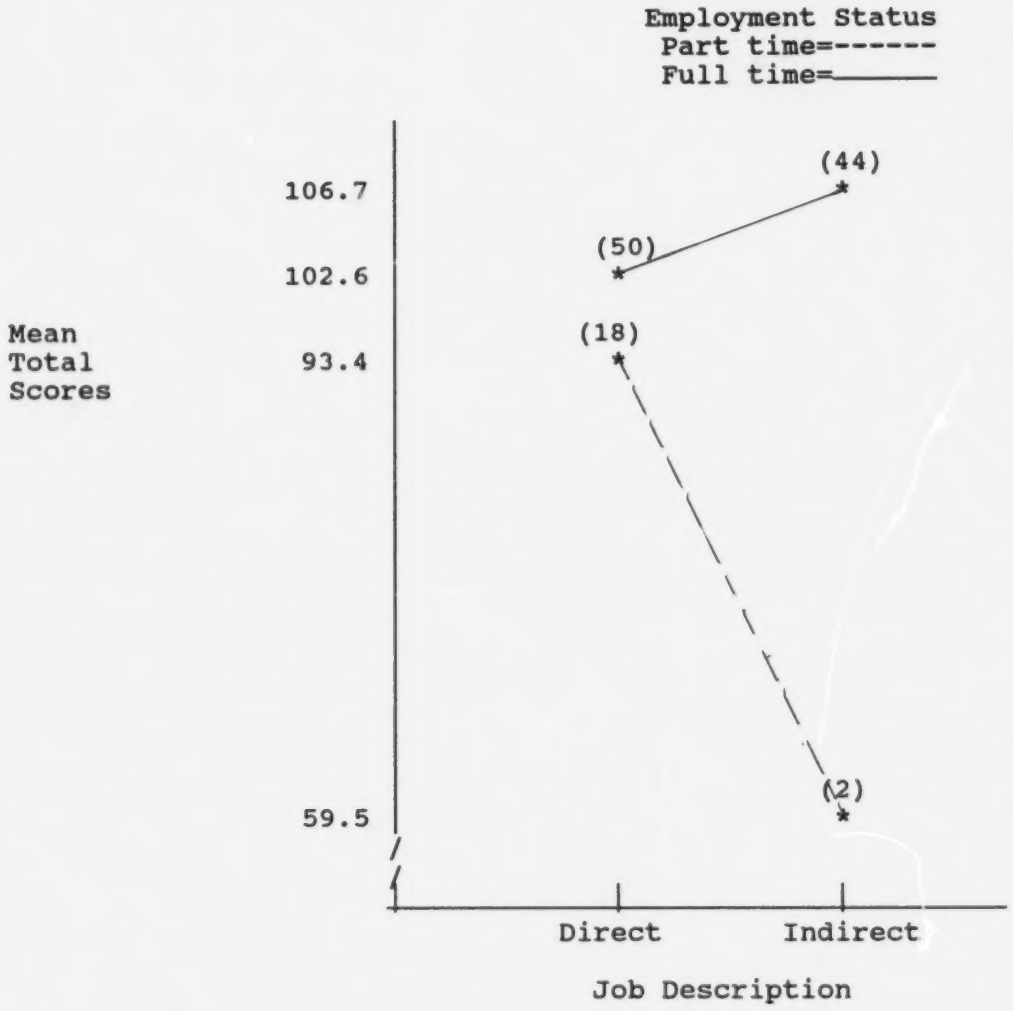
The interaction between employment status and job description for the dependent variable Compensation was ordinal. The results cited in Figure 3 indicated the following:

1. full time employees had numerically greater job satisfaction (Compensation) than part time employees, and

2. part time employees who provided direct services reported numerically greater job satisfaction (Compensation) than those employees who provided indirect services.

The interaction between employment status and job description for the dependent variable Total was depicted in a profile plot. Figure 4 contains mean Total scores and curves for employment status.

Figure 4. The Interaction Between Employment Status and Job Description for the Dependent Variable Total.



The interaction between employment status and job description for the dependent variable Total was ordinal. The results cited in Figure 4 indicated the following:

1. full time employees had numerically greater job satisfaction (Total) than part time employees, and

2. part time employees who provided direct services reported numerically greater job satisfaction (Total) than those employees who provided indirect services.

It was hypothesized in composite null hypothesis number two that the differences among mean agency personnel instrument scores for employees in human services according to division, job description, and wages would not be statistically detectable. Information pertaining to composite null hypothesis number two was presented in Table 2. The following information was cited in Table 2: variables, group sizes, means, standard deviations, F values, and p levels.

Table 2: A Comparison of Mean Agency Personnel Instrument Scores (Job Satisfaction) for Human Services Employees According to Division, Job Description and Wages Employing a Three-Way Analysis of Variance

Variable	n	M*	s	F value	p level
		Morale**			
Division (A)					
One****	69	19.5	4.17		
Two	24	19.5	4.49	2.74	.0689
Three	21	17.0	4.60		
Job Description (C)					
Direct Service	68	18.8	4.46	0.00	.9612
Indirect Service	46	19.5	4.28		
Wages (D)					
Salaried	28	19.2	4.10	0.13	.7152
Hourly	86	19.0	4.50		
	Interactions				
	A X C			1.62	.2026
	A X D			2.14	.1229
	C X D			***	***
	A X C X D			***	***

(table continues)

Table 2 (continues)

Variable	n	M	s	F value	p level
		Communication			
Division (A)					
One	69	19.3	4.82		
Two	24	18.7	4.36	0.14	.8654
Three	21	19.7	4.22		
Job Description (C)					
Direct Service	68	19.1	4.68	0.17	.6817
Indirect Service	46	19.5	4.50		
Wages (D)					
Salaried	28	20.1	4.03	0.34	.5633
Hourly	86	19.0	4.75		
		Interactions			
		A X C		3.37	.0380
		A X D		1.59	.2098
		C X D		***	***
		A X C X D		***	***

(table continues)

Table 2 (continues)

Variable	n	M	s	F value	p level
		Workplace			
Division (A)					
One	69	23.0	6.14		
Two	24	21.6	4.36	1.00	.3709
Three	21	21.7	5.05		
Job Description (C)					
Direct Service	68	22.0	6.35	0.27	.6020
Indirect Service	46	23.0	4.30		
Wages (D)					
Salaried	28	22.6	4.26	0.74	.3919
Hourly	86	22.4	6.01		
	Interactions				
	A X C			1.81	.1693
	A X D			2.98	.0552
	C X D			***	***
	A X C X D			***	***

(table continues)

Table 2 (continues)

Variable	n	M	s	F value	p level
		Compensation			
Division (A)					
One	69	41.6	11.29		
Two	24	39.8	10.46	0.06	.9391
Three	21	42.8	11.48		
Job Description (C)					
Direct Service	68	40.3[g]	11.91	0.00	.9859
Indirect Service	46	43.1[h]	9.68		
Wages (D)					
Salaried	28	43.2	7.49	0.25	.6175
Hourly	86	40.9	12.03		
		Interactions			
		A X C		1.37	.2583
		A X D		0.80	.4526
		C X D		***	***
		A X C X D		***	***

(table continues)

Table 2 (continues)

Variable	n	M	s	F value	p level
		Total			
Division (A)					
One	69	103.1	21.29		
Two	24	99.5	17.26	0.37	.6916
Three	21	101.2	21.04		
Job Description (C)					
Direct Service	68	100.2	21.26	0.01	.9291
Indirect Service	46	104.6	18.82		
Wages (D)					
Salaried	28	105.0	16.27	0.59	.4429
Hourly	86	101.0	21.49		
	Interactions				
	A X C			2.43	.0929
	A X D			2.29	.1058
	C X D			***	***
	A X C X D			***	***

*The larger the value the greater the job satisfaction.
**The first two values depict possible scores and the third is the theoretical mean-Morale (5-25, 15); Communication (5-25, 15); Workplace (6-30, 18); Compensation (11-55, 33); and Total (27-135, 81).
***Analysis did not run for these comparisons because of the nature of the variable or sample size.
****Divisions one, two, and three were located in different geographical areas.
ab Difference statistically detectable at the .05 level according to Bonferonni (Dunn) t test for means.
gh Difference statistically detectable at the .05 level.

One of the 25 p values was statistically detectable at the .05 level; therefore, the null hypothesis for this comparison was rejected. The statistically detectable comparison was for the interaction between division and job description for the dependent variable Communication (recurring, see Figure 2). The results cited in Table 2 indicated no new associations between independent and dependent variables.

It was hypothesized in composite null hypothesis number three that the differences among mean agency personnel instrument scores for employees in human services according to division, employment status, and wages would not be statistically detectable. Information pertaining to composite null hypothesis number three was presented in Table 3. The following information was cited in Table 3: variables, group sizes, means, standard deviations, F values, and p levels.

Table 3: A Comparison of Mean Agency Personnel Instrument Scores (Job Satisfaction) for Human Services Employees According to Division, Employment Status, and Wages Employing a Three-Way Analysis of Variance

Variable	n	M*	s	F value	p level
		Morale**			
Division (A)					
One****	69	19.5	4.17		
Two	24	19.5	4.49	1.57	.2127
Three	21	17.0	4.60		
Employment Status (B)					
Full Time	94	19.0	4.14	0.42	.5191
Part Time	20	19.0	5.51		
Wages (D)					
Salaried	28	19.2	4.10	0.69	.4088
Hourly	86	19.0	4.50		
	Interactions				
	A X B			0.92	.4002
	A X D			0.93	.3982
	B X D			***	***
	A X B X D			***	***

(table continues)

Table 3 (continues)

Variable	n	M	s	F value	p level
		Communication			
Division (A)					
One	69	19.3	4.82		
Two	24	18.7	4.36	0.98	.3795
Three	21	19.7	4.22		
Employment Status (B)					
Full Time	94	19.5	4.35	0.05	.8249
Part Time	20	18.2	5.58		
Wages (D)					
Salaried	28	20.1	4.03	2.53	.1144
Hourly	86	19.0	4.75		
	Interactions				
	A X B			1.09	.3398
	A X D			3.22	.0440
	B X D			***	***
	A X B X D			***	***

(table continues)

Table 3 (continues)

Variable	n	M	s	F value	p level
		Workplace			
Division (A)					
One	69	23.0	6.14		
Two	24	21.6	4.36	0.42	.6608
Three	21	21.7	5.05		
Employment Status (B)					
Full Time	94	22.5	5.60	0.27	.6077
Part Time	20	22.3	5.79		
Wages (D					
Salaried	28	22.6	4.26	0.61	.4366
Hourly	86	22.4	6.01		
	Interactions				
	A X B			0.84	.4348
	A X D			2.20	.1157
	B X D			***	***
	A X B X D			***	***

(table continues)

Table 3 (continues)

Variable	n	M	s	F value	p level
		Compensation			
Division (A)					
One	69	41.6	11.29		
Two	24	39.8	10.46	1.01	.3690
Three	21	42.8	11.48		
Employment Status (B)					
Full Time	94	43.7[a]	8.18	21.62	.0001
Part Time	20	30.6[b]	15.97		
Wages (D)					
Salaried	28	43.2	7.49	0.25	.6206
Hourly	86	40.9	12.03		
	Interactions				
	A X B			0.55	.5771
	A X D			0.05	.9559
	B X D			***	***
	A X B X D			***	***

(table continues)

Table 3 (continues)

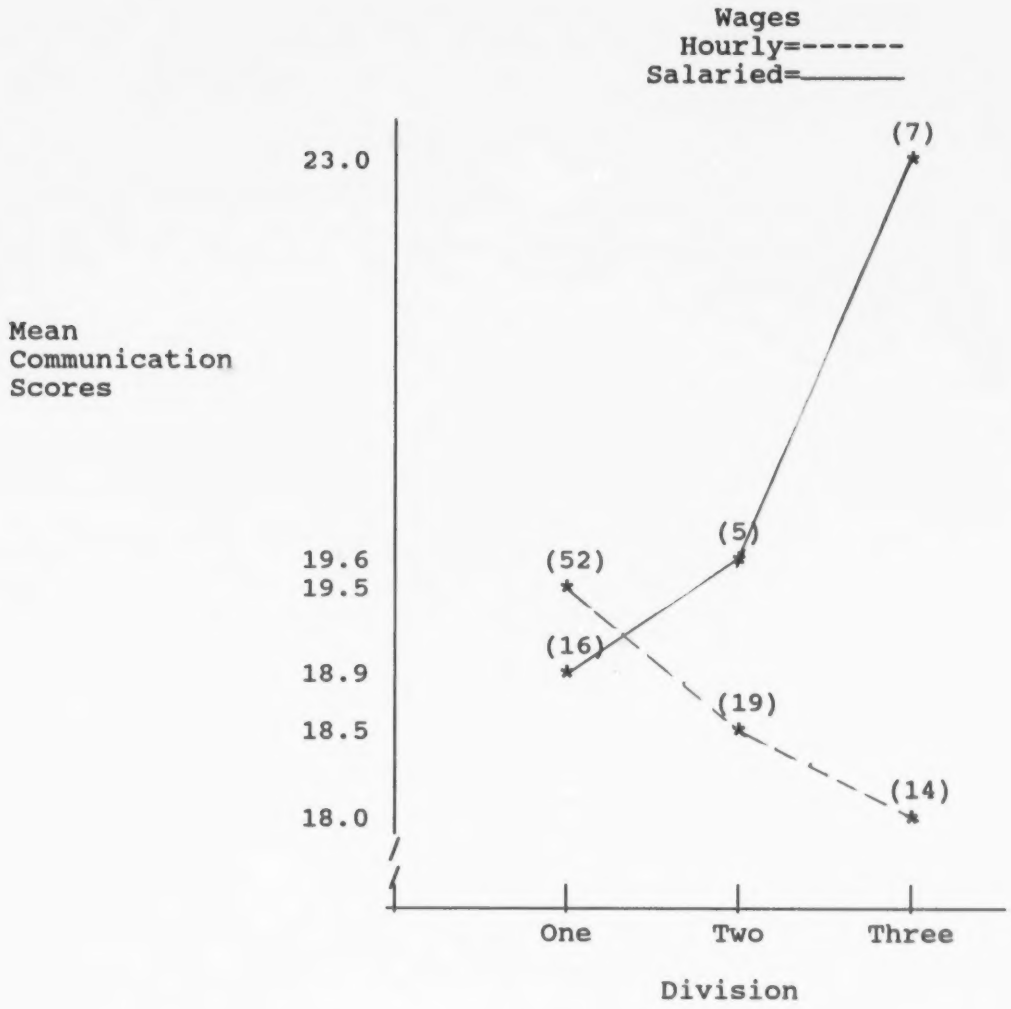
Variable	n	M	s	F value	p level
		Total			
Division (A)					
One	69	103.1	21.29		
Two	24	99.5	17.26	0.31	.7344
Three	21	101.2	21.04		
Employment Status (B)					
Full Time	94	104.5[a]	17.44	4.35	.0394
Part Time	20	90.0[b]	20.08		
Wages (D)					
Salaried	28	105.0	16.27	0.29	.5893
Hourly	86	101.0	21.49		
	Interactions				
	A X B			0.79	.4563
	A X D			0.89	.4157
	B X D			***	***
	A X B X D			***	***

*The larger the value the greater the job satisfaction.
**The first two values depict possible scores and the third is the theoretical mean-Morale (5-25, 15); Communication (5-25, 15); Workplace (6-30, 18); Compensation (11-55, 33); and Total (27-135, 81).
***Analysis did not run for these comparisons because of the nature of the variable or sample size.
****Divisions one, two, and three were located in different geographical areas.
[ab]Difference statistically detectable at the .05 level according to Bonferonni (Dunn) t test for means.

Three of the 25 p values were statistically detectable at .05 level; therefore, the null hypotheses for these three comparisons were rejected. The statistically detectable comparisons were for the main effect employment status for the dependent variable Compensation (recurring, see Table 1), the main effect employment status and the dependent variable Total (recurring, see Table 1), and the interaction between division and wages for the dependent variable, Communication.

The interaction between division and wages and the dependent variable Communication was depicted in a profile plot. Figure 5 contains mean Communication scores and curves for wages.

Figure 5. The Interaction Between Division and Wages for Dependent Variable Communication



The interaction between division and wages for the dependent variable Communication was disordinal. The results cited in Figure 5 indicated the following:

1. hourly employees in division one reported numerically greater job satisfaction (Communication) than in division two and three; and

2. salaried employees in division three reported numerically greater job satisfaction (Communication) than those in division one and two.

It was hypothesized in composite null hypothesis number four that the differences among mean agency personnel instrument scores for employees in human services according to employment status, job description, and wages would not be statistically detectable. Information pertaining to composite null hypothesis number four was presented in Table 4. The following information was cited in Table 4: variables, group sizes, means, standard deviations, F values, and p levels.

Table 4: A Comparison of Mean Agency Personnel Instrument Scores (Job Satisfaction) for Human Services Employees According to Employment Status, Job Description, and Wages Employing a Three-Way Analysis of Variance

Variable	n	M*	s	F value	p level
		Morale**			
Employment Status (B)					
Full Time	94	19.0	4.14	3.02	.0848
Part Time	20	19.0	5.51		
Job Description (C)					
Direct Service	68	18.8	4.46	1.25	.2665
Indirect Service	46	19.5	4.28		
Wages (D)					
Salaried	28	19.2	4.10	1.24	.2687
Hourly	86	19.0	4.50		
	Interactions				
	B X C			5.84	.0174
	B X D			***	***
	C X D			***	***
	B X C X D			***	***

(table continues)

Table 4 (continues)

Variable	n	M	s	F value	p level
		Communication			
Employment Status (B)					
Full Time	94	19.5	4.35	2.95	.0889
Part Time	20	18.2	5.58		
Job Description (C)					
Direct Service	68	19.1	4.68	2.04	.1561
Indirect Service	46	19.5	4.50		
Wages (D)					
Salaried	28	20.1	4.03	0.33	.5688
Hourly	86	19.0	4.75		
		Interactions			
	B X C			2.02	.1576
	B X D			***	***
	C X D			***	***
	B X C X D			***	***

(table continues)

Table 4 (continues)

Variable	n	M	s	F value	p level
		Workplace			
Employment Status (B)					
Full Time	94	22.5	5.60	0.78	.3783
Part Time	20	22.3	5.79		
Job Description (C)					
Direct Service	68	22.0	6.35	0.03	.8721
Indirect Service	46	23.0	4.30		
Wages (D)					
Salaried	28	22.6	4.26	0.80	.3740
Hourly	86	22.4	6.01		
		Interactions			
		B X C		1.42	.2355
		B X D		***	***
		C X D		***	***
		B X C X D		***	***

(table continues)

Table 4 (continues)

Variable	n	M	s	F value	p level
		Compensation			
Employment Status (B)					
Full Time	94	43.7[a]	8.18	32.77	.0001
Part Time	20	30.6[b]	15.97		
Job Description (C)					
Direct Service	68	40.3[g]	11.91	4.22	.0423
Indirect Service	46	43.1[h]	9.68		
Wages (D)					
Salaried	28	43.2	7.49	1.34	.2500
Hourly	86	40.9	12.03		
		Interactions			
		B X C		8.93	.0035
		B X D		***	***
		C X D		***	***
		B X C X D		***	***

(table continues)

Table 4 (continues)

Variable	n	M	s	F value	p level
		Total			
Employment Status (B)					
Full Time	94	104.5[a]	17.44	14.80	.0002
Part Time	20	90.0[b]	20.08		
Job Description (C)					
Direct Service	68	100.2	21.26	3.06	.0831
Indirect Service	46	104.6	18.82		
Wages (D)					
Salaried	28	105.0	16.27	0.56	.4559
Hourly	86	101.0	21.49		
		Interactions			
		B X C		7.01	.0093
		B X D		***	***
		C X D		***	***
		B X C X D		***	***

*The larger the value the greater the job satisfaction.
**The first two values depict possible scores and the third is the theoretical mean-Morale (5-25, 15); Communication (5-25, 15); Workplace (6-30, 18); Compensation (11-55, 33); and Total (27-135, 81).
***Analysis did not run for these comparisons because of the variable or sample size.
[ab]Difference statistically detectable at the .05 level according to Bonferonni (Dunn) t test for means.
[gh]Difference statistically detectable at the .05 level.

Six of the 20 p values were statisically detectable at the .05 level; therefore, the null hypotheses for these 6 comparisons were rejected. Three of the statistically dectectable comparisons were for main effects. The following main effects were statistically detectable:

1. employment status for the dependent variable Compensation (recurring, see Table 1),

2. job description for the dependent variable Compensation (recurring, see Table 1),

3. employment status for the dependent variable Total (recurring, see Table 1),

Three of the statistically detectable comparisons were for interactions. The following interactions were statistically detectable:

1. employment status and job description for the dependent variable Morale (recurring, see Figure 1),

2. employment status and job description for the dependent variable Compensation (recurring, see Figure 3), and

3. employment status and job description for the dependent variable Total (recurring, see Figure 4).

The results cited in Table 4 indicated no new associations between independent and dependent variables.

Discussion

Summary

The purpose of the researcher was to investigate job satisfaction in human services employees. The sample consisted of 114 human service workers employed by one agency with divisions in three locations. The four independent variables researched were division, employment status, job description, and wages. The dependent variables were the scores of the five scales from the agency personnel instrument. The five dependent variables were Morale, Communication, Workplace, Compensation, and Total.

Four null composite hypotheses were tested at the .05 level employing a three-way analysis of variance (general linear model). A total of 40 comparisons (plus 60 recurring comparisons) were made. Of the 40 comparisons, 20 were for main effects. Of the 20 main effects, 4 were statistically detectable at the .05 level. The following main effects were statistically detectable:

1. the independent variable division for the dependent variable Morale,

2. the independent variable employment status for the dependent variable Compensation,

3. the independent variable job description for the dependent variable Compensation, and

4. the independent variable employment status for the dependent variable Total.

Of the 20 interactions, the following 5 were statistically detectable:

1. employment status and job description for the dependent variable Morale,

2. division and job description for the dependent variable Communication,

3. employment status and job description for the dependent variable Compensation,

4. employment status and job description for the dependent variable Total, and

5. division and wages for the dependent variable Communication.

Related Literature and Results

The literature reviewed contained several generalizations pertaining to attitudes toward job satisfaction. Wright and Terrian (1987) suggested rehabilitation practioners were rewarded for their efforts by more than money alone. The results of this study supported the Wright and Terrian contention. Gruneberg (1979) contended that money meant different things to different groups, and was likely of greater importance for individuals who did not gain satisfaction from other aspects in their job. The comparisons of full time and part time employees in this research supported Gruneberg's

view point. Full time employees had higher total job satisfaction scores as well as greater job satisfaction in relation to the dependent variable Compensation.

Wanous and Lawler (1972) concluded there were several types of feelings that people had which could be called satisfaction or which influenced their feelings of satisfaction about their job. With respect to pay, for example, people may have feelings that stem from how much they would like to earn and from what they think they should earn. These feelings influenced responses to direct satisfaction. The results supported Wanous and Lawler with employment status and job description interaction for the dependent variable Compensation.

Mottaz (1985) contended work values represented the importance of a person-environment "fit". Fit was a function of the interaction between the worker's values and various characteristics of the workplace. This suggested it was primarily the nature of the task that determined one's attitude toward work. Meaningful, interesting, and challenging tasks appeared to have a very strong positive effect on work satisfaction at all occupational levels. The results of this study indicated little difference in job satisfaction in regard to the Workplace. The high level (above the theoretical mean) of job satisfaction across all the independent variables supported the findings of Mottaz.

Cherniss (1980) stated, "One distinctive feature of many human service jobs is that they require professionals to work with new populations in new ways. Unless the staff are adequately trained for their new role demands, the consequences will be high levels of person-role conflict, job stress, and dissatisfaction" (p. 83). This need for training was supported by this research.

A generalization in the literature was that communication, feedback and supervisor considerations affected job satisfaction. Bordieri et al. (1988) reported a higher level of job satisfaction among facility workers whose supervisor's leadership style was characterized as high in consideration for subordinates. Cherniss (1980) suggested jobs which were high in autonomy, challenge, and feedback would be more likely to contribute to job satisfaction. "Feedback and information are critical resources, without which a worker cannot adequately perform his or her role and achieve psychological success" (p. 96). The results of the present research supported the findings of Cherniss. The dependent variable Communication had two interactions. One interaction was with division and job description and the other was with division and wages. These two interactions confirmed the importance of communication in relation to job satisfaction or dissatisfaction.

The literature represented findings of the importance of Morale and self-actualization. Steers and Porter (1983) reported work generally provides a personal meaning for an individual. It is an important source of identity, self-esteem, and self-actualization. Work elicits fulfillment by providing a sense of purpose and value to society. Conversely, however, it could also be a source of frustration, boredom, and feelings of meaninglessness, depending on the individual, the nature of the task, and the quality of co-worker relations. The results cited in the present study supported the contentions of Steers and Porter.

The results of the present study supported much of the related literature. However, the nature of this study was new because it centered on one agency and one population within the agency. Adequate research concerning some of the variables, whether they were independent or dependent, was lacking in the related literature. The researcher contended that studies on job satisfaction and their results were as diversified as the jobs and the population being researched.

Generalizations

The results of the present study appeared to support the following generalizations:

1. an association between division membership and Morale,

2. an association between employment status and Compensation,

3. an association between job description and Compensation,

4. an association between employment status and Total, and

5. significant interactions for employment status and job description for the dependent variable Morale; division and job description for the dependent variable Communication; employment status and job description for the dependent variable Compensation; employment status and job description for the dependent variable Total; and division and wages for the dependent variable Communication.

Recommendations

The results of the present study appeared to support the following recommendations:

1. that the reliability and validity of the instrument be studied,

2. that the instrument be altered as indicated for reliability and validity,

3. that an inclusion of life satisfaction questions for relationship to job satisfaction be added,

4. that the study should be replicated in one year to determine change, if any,

5. that the study should be replicated every two years with a random sample in the agency, and

6. that work stress variables be included.

References

Adams, J. S. (1963). Toward an understanding of inequity. Journal of Abnormal Psychology, 67, 422-436.

Bamundo, P. J., & Kopelman, R. E. (1980). The moderating effects of occupations, age, and urbanization on the relationship between job satisfaction and life satisfaction. Journal of Vocational Behavior, 17, 100-123.

Bordieri, J. E., Reagle, D. Y., & Coker, C. C. (1988). Job satisfaction and leadership style of rehbilitation facility personnel. Rehabilitation Counseling Bulletin, 32(2), 149-60.

Cherniss, C. (1980). Staff burnout: Job stress in the human services. Los Angeles: Sage.

Crites, J. O. (1969). Vocational psychology: The study of vocational behavior and development. New York: McGraw-Hill.

George, M., & Baumeister, A. (1981). Employee withdrawal and job satisfaction in community residential facilities for mentally retarded persons. American Journal of Mental Deficiency, 85, 639-647.

Gruneberg, M. (1979). Understanding job satisfaction. New York: John Wiley & Sons.

Hall, D. T. (1976). Careers and organizations. Pacific Palisades, CA: Goodyear.

Herzberg, F., Mausner, B., Peterson, R. O., & Capwell, D. F. (1957). Job attitudes: Review of research and opinion. Pittsburgh: Psychological Service of Pittsburgh.

Isaacson, L. E. (1986). Career information in counseling and career development. Boston: Allyn & Bacon.

Janes, M. E., & Emener, W. G. (1986). Rehabilitation counselor education graduates' perceptionss of their employment and career satisfaction. Rehabilitation Counseling Bulletin, 29(3), 182-89.

Kalleberg, A. L. (1977). Work values and job rewards: A theory of job satisfaction. American Sociological Review, 42, 124-143.

Katz, R., & Van Maanen, J. (1977). The loci of work satisfaction: Job, interaction, and policy. Human Relations, 30, 469-486.

Kazanas, H. C. (1978). Relationship of job satisfaction and productivity to work values of vocational education graduates. Journal of Vocational Behavior, 12, 155-164.

Khaleque, M. A., & Rahman, M. A. (1987). Perceived importance of job facets and overall job satisfaction of industrial workers. Human Relations, 40(7), 401-416.

Landy, F. J. (1985). Psychology of work behavior (3rd ed.). Homewood, IL: Dorsey Press.

Lee, R., & Wilbur, E. R. (1985). Age, education, job tenure, salary, job characteristics and job satisfaction: A multivariate analysis. Human Relations, 38(8), 781-791.

Little, L. (1990). Purpose in work: A realizable ideal. The Humanist, 50, 24-25, 34.

Locke, E. A. (1969). What is job satisfaction. Organizational Behavior and Human Performance, 4, 309-336.

McMillan, J. H., & Schumacher, S. (1989). Research in education. 2nd ed. Glenview, IL: Scott, Foresman.

Mottaz, C. (1985). The relative importance of intrinsic and extrinsic rewards as determinants of work satisfaction. The Sociological Quarterly, 26, 365-368.

Mottaz, C. (1986). Gender differences in work satisfaction, work-related rewards and values, and the determinants of work satisfaction. Human Relations, 39(4), 359-378.

Nenneman, R. A. (1991). The balancing act. World Monitor, 4, 79.

Osipow, S. H. (1983). Theories of career development. Englewood Cliffs, NJ: Prentice-Hall.

Pond, S. B., & Geyer, P. O. (1987). Employee age as a moderator of the relation between perceived work alternatives and job satisfaction. Journal of Applied Psychology, 72(4), 552-557.

Pritchard, R. D., & Peters, L. H. (1974). Job duties and job interests as predictors of intrinsic and extrinsic satisfaction. Organizational Behavior and Human Performance, 12, 315-330.

Rhodes, S. H. (1983). Age-related differences in work attitudes and behavior: A review and conceptual analysis. Psychological Bulletin, 93(2), 328-367.

Sheehy, G. (1981). Pathfinders. New York: William Morrow.

Steers, R. M., & Porter, L. W. (1983). Motivation and work behavior (3rd ed.). New York: McGraw-Hill.

Stout, J. K. (1984). Supervisors' structuring and consideration behaviors and workers' job satisfaction, stress, and health problems. Rehabilitation Counseling Bulletin, 28(2), 133-38.

Strivastva, S., Salipante, P. F., Jr, Cummings, T. C., Notz, W. W., Bigelow, J. D., & Waters, J. A. (1975). Job satisfaction and productivity. Cleveland: Department of Organizational Behavior, Case Western Reserve University.

Utne, E. (1991). For love or money: Making a living U. S.: Making a life. Utne Reader, July/August, 65-87.

Vroom, V. H. (1964). Work and motivation. New York: John Wiley & Sons.

Wanous, J. P., & Lawler, E. E., III. (1972). Measurement and meaning of job satisfaction. Journal of Applied Psychology, 56, 95-105.

Wright, G. N., & Terrian, L. J. (1987). Rehabilitation job satisfaction inventory. Rehabilitation Counseling Bulletin, 31(2), 159-76.

APPENDIX A

Instruction Sheet

TO: All Staff
FROM: President
Rita Brown, Program Manager
DATE: 9/29/92

This is an invitation to you to give us your feedback pertaining to the questions and topics cited. This survey provides you an opportunity for input prior to decisions being made that may affect you.

All of the questions are important to us and, in addition to the corporate use of the data, Rita will also be utilizing some of the information for completing a thesis and the requirements for a Master of Science degree at Fort Hays State University.

On the demographic section, it is important that you check only one selection in each category. On the questionnaire, all but the last two questions require that you rate the statements on a scale of 1 to 5, with 1 being the lowest response or least satisfaction or least agreement and 5 being the highest response or most satisfaction or most agreement. Where indicated, a rating must be circled.

For those questions where additional comments are asked for, you may type your response if you prefer. Do NOT sign the survey. You will be provided an envelope in which to place and seal your questionnaire. Please return the questionnaire to Linda in Division Two, Joyce in Division Three or Helen in Division One. To ensure all employees respond, these secretaries will maintain a list of all employees and check off your names as you return the survey. The sealed surveys will be delivered to the President for review and analysis.

In order to make the survey as valid and meaningful as possible, we are insisting that <u>all</u> staff return a completed questionnaire. We would like to have the questionnaire returned by Tuesday, October 13 (payday).

Thank you for your assistance.

APPENDIX B

Demographic Questionnaire

Demographic Questionnaire

Please check the appropriate response:

1. Division: (check one)
   ____ One ____ Two ____ Three

2. Employment status: (check one)
   ____ Full-time ____ Part-time

3. Gender: (check one)
   ____ Male ____ Female

4. Race: (check one)
   ____ White ____ Black ____ Hispanic ____ Other

5. Age: (check one)
   ____ 18-23 ____ 30-35 ____ 42-47 ____ 60-up
   ____ 24-29 ____ 36-41 ____ 48-59

6. Marital status: (check one)
   ____ Single ____ Married

7. Number of dependents (count self, spouse, children): (check one)
   ____ One ____ Three ____ Five ____ More than six
   ____ Two ____ Four ____ Six

8. Level of formal education: (check one)
   ____ GED ____ 30 college hours or more ____ Bachelor's degree
   ____ High school ____ 60 college hours or more ____ Master's degree

9. Job Description: (Check one)
   ____ Community Living Instructor
   ____ Day services hourly employee (Life Skills Instructor, Job Coach, Work Instructor
   ____ Other hourly (accounting personnel, secretaries, maintenance, truck driver, Program Assistants)
   ____ Professional/managerial (Case Managers, Vocational Evaluator, Admissions/Support Specialist, Residential Manager, Assistant Residential Manager, Vocational Services Manager, Child Services Manager, Job Development Specialist, Division Manager)
   ____ Salaried administration (Endowment Coordinator, Marketing Manager, Business Manager, Administrative Assistant)

10. Number of years at ____: (check one)
    ____ Less than 1 year ____ 6-10 years ____ 16-20 years
    ____ 1-5 years ____ 11-15 years

11. Total years work experience with all employers: (check one)
    ____ Less than 1 year ____ 6-10 years ____ 16-20 years
    ____ 1-5 years ____ 11-15 years

12. Have you ever been promoted within ____? (check one)
    ____ Yes ____ No

13. Check either salaried or hourly employee. Then, under the heading you checked, check which range your current pay fits.

____ Salaried employee	____ Hourly employee
____ 14,000 - 15,999	____ 5.00 - 5.99
____ 16,000 - 17,999	____ 6.00 - 6.99
____ 18,000 - 19,999	____ 7.00 - 7.99
____ 20,000 - 21,999	____ 8.00 - 8.99
____ 22,000 - 23,999	____ 9.00 - 9.99
____ 24,000 - 25,999	____ 10.00 - 10.99
____ 26,000 - 27,999	
____ 28,000 - 29,999	
____ 30,000 - 31,999	
____ 32,000 - 33,999	
____ 34,000 - 35,999	
____ 36,000 - 37,999	
____ 38,000 - 39,999	
____ 40,000 - over	

APPENDIX C

Personnel Survey Instrument

Circle one (1 is the lovest, 5 is the highest)

1 2 3 4 5 1. I am proud to work at _____.

1 2 3 4 5 2. I am generally satisfied with my job.

1 2 3 4 5 3. Other staff have made me feel my job is important to the mission of _____.

1 2 3 4 5 4. I feel that my work is appreciated.

1 2 3 4 5 5. I feel there is a positive team effort at _____.

1 2 3 4 5 6. I am kept informed of the policies and procedures.

1 2 3 4 5 7. I am given an opportunity to have input on policies and procedures.

1 2 3 4 5 8. I feel comfortable in discussing my job, ideas with my supervisor.

1 2 3 4 5 9. I feel comfortable in discussing my complaints with my supervisor.

1 2 3 4 5 10. I believe communications regarding major plans are good.

1 2 3 4 5 11. I am given enough responsibility to perform my job well.

1 2 3 4 5 12. I am given enough authority to perform my job well.

1 2 3 4 5 13. I am satisfied with the current system for personnel evaluations. (Please make any suggestions for change.)
_____
_____
_____

1 2 3 4 5 14. I am satisfied with on-the-job training provided. (Please suggest training topics you would like offered or suggest ways to improve training.) _____
_____
_____
_____
_____

1 2 3 4 5 15. There are adequate policies and procedures to provide the necessary direction and guidance for me in conducting my job.

1 2 3 4 5 16. In general, my work environment is good. (Please suggest any changes you would like to see in your work environment.)

_____
_____
_____

1 2 3 4 5 17. I am satisfied with the benefit package.

1 2 3 4 5 18. I am satisfied with the holiday schedule as it is now. (Please state below any changes you would recommend.)

_____
_____

1 2 3 4 5 19. Although I would like to be paid more for the work I do, I believe the total compensation (salary or wages plus benefits) I receive is generally competitive with the total compensation paid for similar work in my community.

1 2 3 4 5 20. Overall, I think there is reasonable opportunity for promotion and advancement.

21. I am satisfied with:

1 2 3 4 5 A. Life insurance benefit

1 2 3 4 5 B. Policy on sick leave

1 2 3 4 5 C. Policy on vacation leave

1 2 3 4 5 D. Retirement plan benefit

1 2 3 4 5 E. Health insurance benefit

1 2 3 4 5 F. Paid holidays

1 2 3 4 5 G. Bonus (not guaranteed, but frequently given)

22. If we decided to add to the benefit package, which benefit(s) would you want to see added? (Please list or describe below in order of priority.)

_____
_____
_____

23. If you were to leave for any reason, what do you think the starting wage or salary should be for your replacement if that person met the minimum qualifications required for your position?

$_____ per hour or $_____ per year